

Monroe County Comprehensive Land Use Plan Update Review & Commentary

Introduction

In early November the Monroe County Plan Commission contracted with Robert S. Cowell, Jr., ACIP to conduct a review of the work performed to date on the county's Comprehensive Land Use Plan update. Work performed to date on this update includes the identification of planning assumptions, goals, objectives, strategies, actions, and the conceptual layout of a land use policy.

The scope of the review conducted in preparation of this report included review of the draft information referenced above, review of the relevant components of the current Comprehensive Land Use Plan as well as other adopted plans and studies prepared by the Planning Department staff or others. Further the review included a review of comments received from members of the Monroe County Plan Commission and a conversation with the Monroe County Planning Director.

The review of the afore-mentioned information allowed the development of commentary both in general and on the specific. This report is divided into three components; general commentary on the work to date as a whole; specific commentary on particular areas of significance, and examples of revisions designed to respond to some of the commentary provided.

The purpose of this report is to aid the Plan Commission and the Planning Department staff in ensuring that the update is internally consistent, is organized in a direct and concise manner, and that the contents contained within are sufficient to accomplish the desired ends. This report is not intended to be a review of the legal aspects of the items contained within the draft update nor is it intended to be the re-write of the plan itself.

General Commentary

The following comments apply to the entirety of the materials prepared to date:

1. Care should be taken to **ensure the readability of the plan**. Several sections of the plan are written in an academic fashion and may be difficult for readers to grasp. Specific examples are provided in the attached detailed commentary. An analysis of the text with the Flesch Reading Ease and Grade Level reveal a current level of writing targeted at a reader with a college education. Effort should be taken to craft text that is more readable by those with less than a college education.
2. The plan would benefit from the crafting of a **single overall vision statement** – that is a simple statement of a future identity desired by the community. Elements of this exist in the plan and it is alluded to in several places but seems to be missing. This vision statement should not be confused with a mission statement as it seems to be in a few places in the plan. A mission statement focuses more on why it is important to achieve the vision or for the very reason the County, Plan Commission, or staff or in existence. While the crafting of a vision statement is recommended, if an adopted mission statement does not exist for any of the entities involved in the development/implementation of this plan it is not recommended that this process be used to craft one.
3. In a number of instances there is reference to the fact that the information represents an update to the plan rather than a new plan. It is not clear why this is neither a necessary statement nor how the information is intended to be incorporated into the existing plan. Though there exists many compatible elements between the current and proposed plan language there also exist many inconsistencies. Further, the existing plan is more than 10 years old and relies on information even older. It is recommended that unless there exists some compelling reason not to, that the **existing plan be completely replaced with a new plan** rather than try to take the proposed language and somehow “blend” it into the existing plan.
4. It appears that there is **inconsistency in what is deemed a goal, objective, strategy, or action**. Further commentary and recommendations are contained in the accompanying detailed commentary and are discussed further in this report.
5. Overall the **goal statements lack simplicity and consistency**. Further commentary and recommendations are contained in the accompanying detailed commentary and are discussed further in this report.
6. It seems that the use of visioning statements, goals, objectives, strategies, actions, and policies may be a bit too cumbersome and may confuse readers. It is recommended that a concise vision statement be provided, concise goal statements be provided and accompanied by measurable objectives followed by **strategies/actions that are directly related to the stated goal statements**. An example of the recommended organization is discussed further in this report.
7. It is recommended that the **plan assumptions be relocated to the beginning of the plan**, perhaps in an introduction section. It appears that the intent of these assumptions is to explain to the reader why the identified goals, objectives, and

- strategies/actions have been selected. It is further recommended that the plan assumptions be re-written to be more concise and direct. Further commentary and recommendations are contained in the accompanying detailed commentary.
8. It is recommended that an **introduction section be created**. This section could be used to explain relevant elements of the Indiana Code, why the plan needs to be updated, and what the planning assumptions are, etc. It is not recommended that the Indiana Code text itself be provided in total anywhere in the document. Due to the ever-changing character of Indiana Code it is recommended that references to the code itself be made rather than inclusion of the text except for a few areas where it may be appropriate to include a small excerpt, such as in the introduction section.
 9. It is recommended that the existing conditions information be placed either in a stand-alone report or incorporated as an appendix. Further, it is recommended that **relevant elements of the existing conditions be included in the discussion of each of the topic areas**. Inclusion of this information will enable the reader to grasp the current situation as well as trends and projections and the issues and opportunities associated with each. Further commentary and recommendations are contained in the accompanying detailed commentary and are discussed further in this report.
 10. It is recommended that the **policy item discussed in the plan be viewed as a land use policy** or the geographic or physical representation of the stated goals and strategies. This would allow the policy to be used as the primary means by which the Plan Commission proposes to achieve the stated goals and vision. Further commentary and recommendations are contained in the accompanying detailed commentary and are discussed further in this report.
 11. It is recommended that the **strategies/actions be grouped** to allow easier reference. A specific example of this approach is discussed further in this report.
 12. It is recommended that some method be devised to allow **easy reference between the strategies/actions and the relevant goal**. One possibility is discussed further in this report.
 13. Where appropriate it is recommended that **strategies/actions for revisions to the development regulations (Zoning Ordinance/Subdivision Control Ordinance) be included** with topic areas. It is further recommended that these strategies/actions be concise and direct and not needlessly dwell on details. Further commentary and recommendations are contained in the accompanying detailed commentary and are further discussed in this report.
 14. Care should be taken to **ensure compliance with Indiana Code and compatibility with current case law**. A number of recommendations could result in challenges to authority regarding vested rights, relevancy or nexus, etc. Further commentary and recommendation are contained in the accompanying detailed commentary.
 15. It is recommended that the **land use policies be translated into a future land use map**. It is not clear if this is intended. Such a map is essential to lend predictability to the process. It is not clear if all of the criteria have been/can be developed to identify each of the land use categories (Urban Vulnerable, Urban Resistant, Rural Vulnerable, Rural Resistant).

16. It is recommended that a **revised thoroughfare plan be included** in this update. An emphasis seems to be placed on the carrying capacity of the current and future road network and this seems an essential component of such an analysis.
17. It is recommended that an **urban service area map (water, sewer, etc) be included** in this update. An emphasis seems to be placed on the availability of urban services and this seems an essential component of such an analysis.

Revision Examples

The following is presented as an example of an alternative organizational structure for the plan:

1. Acknowledgments
2. Introduction (Include relevant statute info, need for update, scope of update, role of comp plan related to community vision, CIP, departmental work plans, etc.)
3. Vision
4. Policy Assumptions
5. Economic Development
 - Context (Existing Conditions and Trends/Projections as well as issues and opps)
 - Goals
 - Objectives
 - Strategies/Actions
6. Residential Development
 - Context (Existing Conditions and Trends/Projections as well as issues and opps)
 - Goals
 - Objectives
 - Strategies/Actions
7. Public Facilities, Transportation & Services
 - Context (Existing Conditions and Trends/Projections as well as issues and opps)
 - Goals
 - Objectives
 - Strategies/Actions
8. Environmental Conservation
 - Context (Existing Conditions and Trends/Projections as well as issues and opps)
 - Goals
 - Objectives
 - Strategies/Actions
9. Intergovernmental Cooperation
 - Context (Existing Conditions and Trends/Projections as well as issues and opps)
 - Goals
 - Objectives
 - Strategies/Actions
10. Land Use, Development, and Conservation Approach
11. Future Land Use Map
12. Master Thoroughfare Plan
13. Planned Service Areas
14. Sources

15. Appendices (Suggest that Rural Community Plans, Alternative Transportation Plan, 5 year Parks and Recreation Master Plan, etc. be included as appendices of the plan and that future revisions or addition to these plans be formally adopted as an amendment to this plan)

The following is presented as an example of an alternative method of presenting the information for a specific topic area – in this case Residential Development:

Residential Development

Context

Population projections used in the development of this plan project a population approaching 150,000 in Monroe County by the end of the planning period (2030) discussed in this plan. If this projection holds true this number represents an increase of nearly 30,000 more people since 2000. Using current estimates for the number of persons residing in a household (2.27) this number translates into more than 13,000 new dwelling units (nearly 1/3 the total of all of the dwelling units currently in existence in the County) that need to be accommodated during the planning horizon. (Insert Figure 7 from the Existing Conditions section here)

If current trends prevail most of the needed 13,000 dwelling units will be in the form of single family homes and most will occur within subdivisions located in or near current urban areas. Of particular concern is the number of these homes that will be located in subdivisions near but outside of either an incorporated city or town or within a designated rural community. This concern is of particular note due to the lack of adequate infrastructure and services as well as the presence of natural resources or environmental constraints often found in such areas. (Insert Figure 21 from the Existing Conditions section here)

Success will be measured in the ability to accommodate this projected demand in housing while acknowledging the availabilities and limitations of existing and planned infrastructure and public services. Care must also be taken to protect the unique character of the various areas of the County as homes are added catering to the varied lifestyles and incomes of residents.

Goals: Monroe County will focus its land use policies to:

- RD1-** Protect the existing character of rural and urban areas of the County
- RD2** Enhance the existing character of rural and urban areas of the County
- RD3** Meet the projected demand for new residential units

Objectives: Monroe County proposes this to:

- Protect existing investments and lifestyle choices
- Provide sufficient buildable lots to meet housing demand
- Assure a range of affordable housing options

Strategies & Actions:

Infrastructure & Community Facilities/Services

- Regularly evaluate the capacity of urban and rural infrastructure and services (RD1)

Community Character

- Identify and protect elements contributing to the character of urban and rural areas (RD1, RD2)
- Regularly review and update the evaluation criteria used to identify elements contributing to the character of urban and rural areas (RD1, RD2)

Housing Inventory

- Regularly evaluate the supply and absorption rate of available dwelling units (RD3)
- Regularly evaluate the supply and absorption rate of available dwelling units renting or selling at a rate determined to be affordable (RD3)

Regulatory Aspects

- Adopt and maintain a Future Land Use Plan that designates areas of the County appropriate for urban development as well as areas where urban development is discouraged or prohibited (RD1, RD2, RD3)
- Revise the Subdivision Control Ordinance and Zoning Ordinance to (RD1, RD2):
 - Further restrict subdivision of land near Lake Lemon and Lake Monroe
 - Restrict subdivision of land on slopes in excess of 15%
 - Restrict subdivision of land where access is provided by roads prone to flooding
 - Require all new subdivisions of land to provide a minimum of 25% open space
 - Require all new subdivisions of land to provide connection to planned greenways
 - Further restrict inclusion of karst features and steep slopes in the minimum lot area
 - Provide development incentives for subdivisions complying with LEED-ND or similar standards
 - Provide development incentives for subdivisions using the Rural Community Zoning Overlay provisions
 - Require all new subdivisions of land to meet an established connectivity index

Specific Commentary

The following information is intended to supplement the specific commentary contained in the attached document. The following also highlights other items to consider in the development of measures (that are linked to the recommended revised strategies) and actions for each of the categories and the related strategies.

Economic Development

Goal – Retain existing employers and increase employment opportunities

Strategies: Monroe County will focus its land use management responsibilities to:

1. Promote employment opportunities best addressed at the county level
2. Protect economically significant natural resources
3. Enable small-scale entrepreneurial activities
4. Coordinate land use planning to attain regional economic development goals

Objectives (Performance Measures): In pursuit of these strategies, Monroe County will:

- Retain existing employers
- Protect land containing marketable and productive natural resources
- Enable the expansion of existing employers
- Increase the number and quality of jobs

Strategy 1 – This strategy will require the county to:

- identify employment opportunities best addressed at the county level (examples may include agricultural activities, large-scale industrial activities, logging activities, quarrying activities, home-based businesses, etc)
- understand the dynamics of these activities (examples may include conducting surveys and analyses of the land use and infrastructure needs of these activities – similar to the IBRC survey the county commissioned in 2004)
- identify areas that could accommodate such activities (examples may include prime agricultural lands, business and industrial parks, mineral resources areas, etc)
- enact development regulations that will be conducive to such activities and will protect them from incompatible land uses (examples may include right to farm language in ordinances, limitations on land divisions in identified agricultural and mineral resource areas, permissive home based business regulations, etc)
- identify public investments in infrastructure and services to serve such activities (examples may include roads capable of handling loads from logging and quarry trucks, new roads to serve new business/industrial parks, sewer service to new business/industrial parks, etc)

Strategy 2 – This strategy will require the county to:

- identify areas that contain the resources (examples may include prime agricultural lands, mineral resource areas, logging areas, etc)
- understand the dynamics of these activities (examples may include conducting surveys and analyses of the land use and infrastructure needs of these activities –

partnerships with the stone industry, the logging industry, and the extension service would aid in the effort.

- identify areas that could accommodate such activities (examples may include prime agricultural lands, logging areas, mineral resources areas, etc)
- enact development regulations that will be conducive to such activities and will protect them from incompatible land uses (examples may include right to farm language in ordinances, limitations on land divisions in identified agricultural and mineral resource areas, etc)
- identify public investments in infrastructure and services to serve such activities (examples may include roads capable of handling loads from logging and quarry trucks, etc)

Strategy 3 – This strategy will require the county to:

- understand the dynamics of these activities (examples may include conducting surveys and analyses of the land use needs and regulatory obstacles of these activities)
- identify areas that could accommodate such activities (examples may include incubators in the rural communities, home based businesses within certain land use categories, etc)
- enact development regulations that will be conducive to such activities (examples may include more permissive language for home-based businesses, more permissive language for mixed use activities, etc)
- identify public investments in infrastructure and services to serve such activities (examples may include construction of incubator space in rural communities, etc)

Strategy 4 – This strategy will require the county to:

- understand regional economic development goals (examples may include partnerships with Indiana University, the State, the City of Bloomington, the Town of Ellettsville, etc)
- identify actions areas that could promote such goals (examples may include land use policies that don't compete with downtown Ellettsville and Bloomington, etc)
- identify public investments in infrastructure and services to promote such goals (examples may include participating in road upgrades to enable traffic to move to and through the region, etc)

The actions identified in the draft document thus far begin to address these strategies. More effort needs to be made in identifying actions that will address the regulatory needs of this strategy as well as the infrastructure components of this strategy. Surprising little discussion of tourism is included in the economic development section. Tourism based on agri-tourism and associated with the national forest and Lake Monroe is certainly examples of economic development activities best addressed at the county level. Additionally, more specificity needs to be provided in some instances as to the action sought and who will take the action. It is also suggested that the actions be better organized to reinforce their emphasis (for example those dealing with land use policies, those dealing with investment, those dealing with data collection and analysis, and those dealing with development regulations).

Objective or performance measures are an excellent way to monitor the implementation of the plan and determine where it is succeeding and where it needs refinement. It should be noted that in addition to the identified objectives there should always be the monitoring of programmatic or output measures as well. Often this is as simple as tracking how many of the actions were actually implemented and within what timeframe.

The Plan Commission should reach consensus on a series of measures that will aid them in monitoring the plans implementation. For this category this should include establishment of a baseline of the current number and type of businesses in the County, devising a methodology for maintaining this information, establishment of a baseline of the land and infrastructure currently devoted to serving various employment activities and devising a methodology for maintaining this information.

Residential Development

Goal - Enable housing demand to be met while protecting the unique character of the natural environment and the built environment

Strategies – Monroe County will focus its land use management responsibilities to:

1. Protect the existing character of rural and urban areas within the county
2. Enhance the existing character of rural and urban areas within the county
3. Meet the projected demand for new residential units

Objectives (Performance Measures) – In pursuit of these strategies Monroe County will:

- Keep urban areas urban in character and keep rural areas rural in character
- Protect existing investment and lifestyle choices
- Provide sufficient buildable lots to meet housing demand
- Assure a range of affordable housing opportunities

Strategy 1 – This strategy will require the county to:

- identify the attributes of rural character (examples of this may include large open areas, productive agricultural lands, low density, low traffic volumes on rural roads, etc. – this information should be based on the community input gathered in the development of the plan)
- identify the attributes of urban character (examples of this may include organized public space such as parks and schools, higher density, mixed use, higher traffic volumes on roads designed for urban development, etc. – this information should be based on the community input gathered in the development of the plan)
- enact development regulations that reinforce and protect the identified attributes (examples may include land use policies, regulations that limit division of land outside of urban areas, regulations that buffer incompatible uses, regulations that promote mixed uses, etc)
- identify public investments in infrastructure and services to serve such activities (examples may include limiting extension of sewer service to rural areas and promoting it in urban areas, investing in upgraded roads, parks, and alternative transportation in urban areas, etc)

Strategy 2 – This strategy will require the county to:

- identify the attributes of rural character (examples of this may include large open areas, productive agricultural lands, low density, low traffic volumes on rural roads, etc. – this information should be based on the community input gathered in the development of the plan)
- identify the attributes of urban character (examples of this may include organized public space such as parks and schools, higher density, mixed use, higher traffic volumes on roads designed for urban development, etc. – this information should be based on the community input gathered in the development of the plan)
- enact development regulations that establish and reinforce the identified attributes (examples may include land use policies, regulations that limit division of land outside of urban areas, regulations that buffer incompatible uses, regulations that promote mixed uses, etc)
- identify public investments in infrastructure and services to establish and reinforce the identified attributes (examples may include investment in sidewalks, bike trails, and parks in urban areas, etc)

Strategy 3 – This strategy will require the county to:

- identify the demand for new housing and the type of demand (examples may include an analysis of absorption rates – production versus consumption, etc)
- identify areas to accommodate the demand (examples may include land use policies designating growth areas in rural communities, annexation plans and agreements, etc)
- enact development regulations that accommodate the required demand while protecting against over-production (examples may include land use policies identifying development areas versus protection areas, adequate public facilities ordinances, etc)

The actions identified in the draft document thus far begin to address these strategies. More effort needs to be made in identifying the attributes that are sought for protection and enhancement. Additionally, more specificity needs to be provided in some instances as to the action sought and who will take the action. It is also suggested that the actions be better organized to reinforce their emphasis (for example those dealing with land use policies, those dealing with investment, those dealing with data collection and analysis, and those dealing with development regulations).

Objective or performance measures are an excellent way to monitor the implementation of the plan and determine where it is succeeding and where it needs refinement. It should be noted that in addition to the identified objectives there should always be the monitoring of programmatic or output measures as well. Often this is as simple as tracking how many of the actions were actually implemented and within what timeframe.

The Plan Commission should reach consensus on a series of measures that will aid them in monitoring the plans implementation. For this category this should include establishment of a baseline of the presence or absence of agreed upon attributes of rural

and urban character, devising a methodology for maintaining this information, establishment of an absorption rate model for residential development and devising a methodology for maintaining this information.

Public Facilities, Transportation, & Services

Goal – Protect the integrity of the current public infrastructure and services capacity while extending and expanding that capacity to support established land use policies

Strategies – Monroe County will focus its land use management responsibilities to:

1. Protect the county's arterial and collector road network from overcrowded or other unsafe conditions
2. Enable non-automotive and other transit mobility options
3. Enable the efficient and effective expansion of public facilities and services
4. Ensure infrastructure is commensurate in both the intended scale of the proposed development and the probable future development of that infrastructure and it is adequate for its intended long-term use

Objectives (Performance Measures) – In pursuit of these strategies Monroe County will:

- Protect the quality of existing infrastructure investments
- Protect the integrity of the current public infrastructure and services
- Improve the efficiency and effectiveness of public, private, and public-private investments
- Increase mobility options

Strategy 1 – This strategy will require the county to:

- evaluate the current capacity and level of service for all arterial and collectors in the county (this may be accomplished based on LOS only but may also include intersection analyses, crash data, etc)
- enact development regulations that will protect capacity where it exists or will prohibit development where it does not exist (examples may include traffic impact analyses, adequate public facilities ordinance, etc)

Strategy 2 – This strategy will require the county to:

- maintain and update an alternative transportation plan (the plan exists and should be maintained and updated as the land use plan is finalized)
- develop and implement a transit plan for unincorporated portions of the county (this should be coordinated with the MPO, Bloomington Transit, and Rural Transit)
- enact development regulations that will support and accommodate alternative transportation and transit investments (examples may include land use policies that enable/incentivize dense development in urban areas, ordinances that require transit facilities where appropriate, etc)

Strategy 3 – This strategy will require the county to:

- develop and implement a land use plan and development policies that are supportive of a planned expansion of infrastructure and services (examples may

- include a land use plan and policies that identify growth areas and protection areas, proposed service areas, etc)
- evaluate the current capacity for all infrastructure and services (examples may include studies of demand and capacity, accreditation of services, national or state standards, etc)
- develop and implement a thoroughfare plan, capital improvements plan, etc. that relates directly to the adopted land use plan
- enact development regulations that will aid in the timely and effective expansion of infrastructure and public facilities (examples may include land use policies identifying growth areas and protection areas, proposed service areas, adequate public facilities ordinance, etc)

Strategy 4 – This strategy will require the county to:

- develop and implement a land use plan and development policies that are supportive of a planned expansion of infrastructure and services (examples may include a land use plan and policies that identify growth areas and protection areas, proposed service areas, etc)
- evaluate the current capacity for all infrastructure and services (examples may include studies of demand and capacity, accreditation of services, national or state standards, etc)
- develop and implement a thoroughfare plan, capital improvements plan, etc. that relates directly to the adopted land use plan
- enact development regulations that will aid in the timely and effective expansion of infrastructure and public facilities (examples may include land use policies identifying growth areas and protection areas, proposed service areas, adequate public facilities ordinance, etc)

The actions identified in the draft document thus far begin to address these strategies. More effort needs to be made to link thoroughfare planning and capital improvements planning and programming to the land use plan and policies. Additionally, more specificity needs to be provided in some instances as to the action sought and who will take the action. It is also suggested that the actions be better organized to reinforce their emphasis (for example those dealing with land use policies, those dealing with investment, those dealing with data collection and analysis, and those dealing with development regulations).

Objective or performance measures are an excellent way to monitor the implementation of the plan and determine where it is succeeding and where it needs refinement. It should be noted that in addition to the identified objectives there should always be the monitoring of programmatic or output measures as well. Often this is as simple as tracking how many of the actions were actually implemented and within what timeframe.

The Plan Commission should reach consensus on a series of measures that will aid them in monitoring the plans implementation. For this category this should include an agreement on what is meant by the terms “quality”, “integrity” and “efficiency” and then

reach agreement on the specific metrics that will be used to monitor these items as the plan is implemented.

Environmental Conservation

Goal – Maintain and enhance the integrity of the county’s natural features and protect the economic viability of the county’s natural resources

Strategies – Monroe County will focus its land use management responsibilities to:

1. Protect significant natural features
2. Protect the integrity of local watersheds
3. Protect economically significant natural resources
4. Avoid future conflict with vulnerable land and specific natural features with future infrastructure projects
5. Restore damaged eco-systems considered beneficial to the community

Objectives (Performance Measures) – In pursuit of these strategies Monroe County will:

- Increase the amount of significant natural features permanently protected
- Maintain and improve water quality
- Retain contiguous blocks of land containing economically significant natural resources

Strategy 1 – This strategy will require the county to:

- identify significant natural features (this may be accomplished by an inventory such as that contained in the natural features inventory that preceded the development of this plan)
- identify the potential stressors of identified natural features (examples of this include understanding the impact of impervious surface on waterbodies, threats to karst systems, etc)
- enact development regulations that will protect the identified natural features (examples may include land use policies that identify protection areas, regulations minimizing impervious surfaces, regulations requiring conservation design for new developments, etc)
- partner with other public, private, and non-profit groups to acquire identified natural features (examples may include Sycamore Land Trust, the National Trust for Public Lands, etc)

Strategy 2 – This strategy will require the county to:

- analyze the current condition and possible future condition of watershed (this may be accomplished through the watershed and stream characterization program conducted by the county)
- identify the factors that are or may contribute to the degradation of the watersheds (this may be accomplished through the watershed and stream characterization program conducted by the county)
- enact development regulations that will protect the integrity of the watersheds (examples may include land use policies that identify protection areas, regulations minimizing impervious surfaces, regulations requiring riparian buffers,

regulations requiring conservation design, requirement for use of construction and post-construction best management practices, etc)

Strategy 3 – This strategy will require the county to:

- identify significant natural resources (examples include forest resources, mineral resources, prime agricultural lands, etc)
- identify the potential threats to identified natural resources (examples of this may include encroachment of incompatible uses, etc)
- enact development regulations that will protect the identified natural resources (examples may include land use policies that identify protection areas, regulations protecting resources from encroachment, right to farm ordinance, etc)

Strategy 4 – This strategy will require the county to:

- identify significant natural features (this may be accomplished by an inventory such as that contained in the natural features inventory that preceded the development of this plan)
- identify the potential stressors of infrastructure projects on identified natural features (examples of this include understanding the impact of impervious surface on waterbodies, threats to karst systems, etc)
- enact development regulations that will protect the identified natural features (examples may include land use policies that identify protection areas, regulations minimizing impervious surfaces, ensuring capital improvements plans are consistent with land use policies, etc)
- partner with other public, private, and non-profit groups in the review of environmental impacts associated with state or federal projects (examples include partnering to review and comment on environmental impact statements and various use plans prepared by state and federal agencies)

Strategy 5 – This strategy will require the county to:

- identify significant eco-systems that have been degraded (this may be accomplished by an inventory such as that contained in the natural features inventory that preceded the development of this plan)
- identify the potential actions that could restore the identified eco-systems (examples of this include streambank restoration, regional stormwater management, etc)
- enact development regulations that may aid in the restoration of eco-systems (examples may include land use policies that identify protection areas, regulations that require restoration activities as mitigation for development, etc)
- partner with other public, private, and non-profit groups to restore damaged eco-systems (examples may include Sycamore Land Trust, the National Trust for Public Lands, etc)

The actions identified in the draft document thus far begin to address these strategies. More effort needs to be made to link regulatory aspects to the strategies. Additionally, more specificity needs to be provided in some instances as to the action sought and who will take the action. It is also suggested that the actions be better organized to reinforce

their emphasis (for example those dealing with land use policies, those dealing with investment, those dealing with data collection and analysis, and those dealing with development regulations).

Objective or performance measures are an excellent way to monitor the implementation of the plan and determine where it is succeeding and where it needs refinement. It should be noted that in addition to the identified objectives there should always be the monitoring of programmatic or output measures as well. Often this is as simple as tracking how many of the actions were actually implemented and within what timeframe.

The identified performance measures are very data intensive and will require thorough analyses and continuous maintenance. The county's efforts with the natural features inventory and watershed and stream characterization program (in partnership with IU-SPEA) are excellent models and should be made more permanent and stable through the provision of salaried personnel in addition to the student assistance currently provided.

Intergovernmental Cooperation

Goal – Coordinate intergovernmental cooperation and raise awareness of issues and opportunities for local governmental units

Strategies – Monroe County will focus its intergovernmental responsibilities to:

1. Coordinate communication between the local units of government located in the county
2. Coordinate communication between the various levels of government present in or impacting Monroe County
3. Raise awareness of issues and opportunities best addressed at the county level

Objectives (Performance Measures) – In pursuit of these strategies Monroe County will:

- Improve intergovernmental problem identification and potential resolutions for issues facing county residents
- Improve intergovernmental problem identification and potential resolutions for issues facing the regional economy and environment
- Improve the capability to successfully take advantage of intergovernmental problem resolution opportunities present in the county and the region.

Strategy 1 – This strategy will require the county to:

- convene opportunities for local units to meet, identify issues, and discuss resolutions (examples may include congresses of governments or citizens, seminars, arranging speakers on topics, etc)

Strategy 2 – This strategy will require the county to:

- convene opportunities for various units of government to meet, identify issues, and discuss resolutions (examples may include congresses of governments, seminars, arranging speakers on topics, etc)

- facilitate joint responses to environmental impact statements and use plans (examples may include I-69 EIS, Lake Monroe use plans, Hoosier National Forest use plans, etc)

Strategy 3 – This strategy will require the county to:

- convene opportunities for local units and citizens to meet, identify issues, and discuss resolutions (examples may include congresses of governments or citizens, seminars, arranging speakers on topics, etc)

The actions identified in the draft document thus far begin to address these strategies. More specificity needs to be provided in some instances as to the action sought and who will take the action.

Objective or performance measures are an excellent way to monitor the implementation of the plan and determine where it is succeeding and where it needs refinement. It should be noted that in addition to the identified objectives there should always be the monitoring of programmatic or output measures as well. Often this is as simple as tracking how many of the actions were actually implemented and within what timeframe.